

# **Department of Economic Development FY09 Performance Review**

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Steve Silverman, Director  
September 22, 2009

# CountyStat Principles

- Require Data-Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability



# Agenda

- Welcome and Introductions
- DED Strategic Planning Update
- DED Headline Measures Performance Review
- DED Workforce Development Measure Update
- Wrap-up and Follow-up Items



# Department of Economic Development Headline Measures

## DED's Business Attraction, Retention & Expansion Efforts

1. Jobs creation
  1. By existing business expansion
  2. By attracted and newly started businesses
2. Total new capital investment
  1. By existing business expansion
  2. By attracted and newly started businesses
3. Total square feet of commercial space occupied
  1. By existing business expansion
  2. By attracted and newly started businesses
4. Percentage of prospects in DED's 'active' pipeline that are successfully closed
5. Business Participation in DED Technical Assistance Programs

## Business Incubator Program

1. Percentage of incubator occupancy capacity filled per facility
2. Number of new jobs created by incubator tenant companies and graduates

## Workforce Development



# DED Supporting Measures

## ***Financing Programs (Economic Development Fund)***

- 1) Number of EDF transactions completed.
- 2) Number and value of Micro-loans awarded.
- 3) Number and value of Small Business loans awarded.
- 4) Number and value of Impact Assistance grants provided.
- 5) Ratio and dollar value of all external funds leveraged per County dollar invested.
- 6) Number of jobs created or retained through these programs.

## ***Capital Project Investments***

- 1) Ratio of private sector and non-County investment to County funds invested.
- 2) Jobs created through DED-led development projects.

## ***Marketing Programs***

- 1) Number of companies participating in “I Am Montgomery.”
- 2) Number of new contacts (prospects) developed.

## ***Global Linkages***

- 1) Amount of new foreign investments in County per County dollar.
- 2) Number of jobs created by international companies that DED assisted.

## ***Workforce Services***

- 1) Number of job-seeking customers in Intensive Service Program that are placed in jobs.
- 2) Number of employers assisted with training and recruitment.

## ***Agricultural Services***

- 1) Cumulative and current year acres of farmland protected.
- 2) Number of farmers’ markets in operation.
- 3) Number of farms or farm businesses assisted.



# Department of Economic Development Strategic Goals

1. Retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities; work to ensure that all business sectors benefit from the knowledge-based economy
2. Adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive
3. Foster creative and strong partnerships with academia, the federal research community, the private sector and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion
4. Establish global linkages to facilitate business opportunities abroad, attract international investment to Montgomery County, and foster trade and joint ventures for Montgomery County businesses



# Alignment of DED Strategic Goals to Headline Measures

DED Headline Measures Aligned to Strategic Goals					
Strategic Goal 1	Job Creation	Commercial Space Occupied	Capital Investment	DED Technical Assistance	Successfully Closed Prospects
Strategic Goal 2	Job Creation	Commercial Space Occupied	Capital Investment		
Strategic Goal 3					
Strategic Goal 4	Job Creation	Commercial Space Occupied	Capital Investment	Successfully Closed Prospects	

DED Headline Measures Not Currently Aligned to Strategic Goals
Percentage of incubator occupancy capacity filled per facility
Number of new jobs created by incubator tenant companies and graduates
Workforce development performance measure



# A Vision for Economic Development in Montgomery County

## Goals

**1. Retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities; work to ensure that all business sectors benefit from the knowledge-based economy**

**2. Adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive**

## Action Items

**1-1. Execute an aggressive business visitation program for major accounts and companies that have high-wage jobs in the target market segments**

**2-1. Focus on developing industry-based clusters as a means of growing the local economic base**

**1-2. Create more opportunities for Montgomery County companies to identify and compete for Federal, State, and local government and private sector contracts and grants**

**2-2. Foster the ongoing growth and viability of the County's small business community**

**1-3. Develop and implement a targeted marketing strategy to help local businesses succeed in the local, regional, and global marketplace, and to attract new investment capital into the County**

**2-3. Enhance the development and availability of knowledge-based workers so that employers and workers can advance in today's economy**

**1-4. Develop and implement a targeted marketing strategy so that local businesses are aware of available Federal, State, and County programs and services designed to assist them**

**2-4. Cultivate the climate for entrepreneurial growth and expansion within the County**

**1-5. Proactively recruit firms in targeted industry sectors, especially bio-pharma, aerospace, communications, advanced technology applications, green technology, professional services, and government contracting**

**2-5. Working with partners in the private sector, educational institutions, and government, develop capital projects that are responsive to the needs of key industry clusters**





# A Vision for Economic Development in Montgomery County

Goals

3. Foster creative and strong partnerships with academia, the federal research community, the private sector and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion

4. Establish global linkages to facilitate business opportunities abroad, attract international investment to Montgomery County, and foster trade and joint ventures for Montgomery County businesses

Action Items

3-1. Build on the Presence of Federal Agencies and Research and Development Facilities within the County

3-2. Engage in public-private projects to revitalize the County's town centers and provide for strategic redevelopment opportunities

4.1 Facilitate international business opportunities for County companies seeking to partner or expand globally

4.2 Proactively attract foreign direct investment to Montgomery County

County Executive Leggett's economic development vision for Montgomery County is a globally competitive and highly diversified knowledge-based economy that provides for the retention and growth of existing companies, stimulates new job creation and enhances entrepreneurial opportunities



# DED Strategic Goal 1

**Retain and grow existing businesses, strategically attract new ones, and enhance entrepreneurial opportunities; work to ensure that all business sectors benefit from the knowledge-based economy**

DED Actions	DED Interim Measures	DED Headline Measures
<b>Business visitation program</b>	Jobs and Businesses retained by business retention	<ul style="list-style-type: none"> <li>▪ Jobs created by existing business expansion</li> <li>▪ New commercial space occupied</li> <li>▪ New capital investment by existing businesses</li> <li>▪ Percent of participants satisfied with DED technical assistance/training programs</li> </ul>
<b>Create more opportunities for County businesses</b>	# opportunities provided # companies contacted /registered # awards won by County companies # of training programs conducted # of attendees at contracting forums	
<b>Develop/implement targeted marketing strategies</b>	# DBs developed/technology used # hits on website # of newer forms of communications used	
<b>Proactively recruit firms in targeted industry sectors</b>	# prospects developed # prospects visits/calls # offers or proposals # partnerships formed # of cluster analysis conducted # selected networking events, trade shows/conferences, and business missions participated in	<ul style="list-style-type: none"> <li>▪ Jobs created by new business attraction</li> <li>▪ Commercial space occupied by newly attracted businesses</li> <li>▪ Total new capital investment by businesses by newly attracted businesses</li> <li>▪ Percent of partners satisfied with DED technical assistance/training programs</li> </ul>

# DED Strategic Goal 1 Detailed Action Plan

Time Line			Resources	
<b>Action Item 1: Execute an aggressive business visitation program for major accounts and companies that have high-wage jobs in the target market segments.</b>			<b>Currently Available</b>	<b>To be Acquired/Sought</b>
	A	Develop a major accounts program to retain the County's top 100 private sector employers (by jobs) and strategic/emerging industry leaders, activities to include:		
end of 1Q FY10	▪	Collect, maintain, and regularly update needed data and information on major employers.	Yes, staff time	None
end of 1Q FY10	▪	Assign each DED business development specialist to a defined number of accounts so they can initiate the business call mission involving the County Executive and the DED Director. Based on the company's needs, including expansion options, DED will involve other County agencies.	Yes, 12 BDS staff	None
on-going	▪	Identify systematic changes to County policies and regulations that are needed to retain major employers. Pursue these modifications through legislation and changes to standard County operating procedures.	Yes, staff time	None
on-going	▪	Work with other key County agencies (i.e. M-NCPPC, Department of Permitting Services) to identify ways to fast track strategic County economic development projects.	Yes, staff time	None
<b>Action Item 2. Create more opportunities for Montgomery County companies to identify and compete for Federal, State, and local government and private sector contracts and grants.</b>				
launched in 1Q FY10	A	Develop and maintain a web-based system whereby County firms can identify, partner, and compete for Federal and County contracts and grants, particularly those available through the American Recovery and Reinvestment Act.	Yes, acquired license	\$20,000 for expansion
on-going	B	Facilitate and/or organize Federal, State, and local government and private business contracting forums, in partnership with County Chambers of Commerce, related business organizations, and federal agencies.	Yes, staff time and marketing funds	None
end of FY10	C	Implement a mentor-protégé program for government contracting by working with local and State government contractors.	Yes, staff time	None
end of FY10	D	Develop and implement a training program with partners that will assist companies to become federal contractors and to enhance their skills in developing a winning proposal.	Yes, staff time	None



# DED Strategic Goal 1 Detailed Action Plan

Action Item 3. Develop and implement a targeted marketing strategy to help local businesses succeed in the local, regional, and global marketplace, and to attract new capital investment.			Resources	
			Currently Available	To be Acquired/Sought
on-going	A	Attract new investment capital into the County	Yes, staff time	Partners/seed \$ TBD
by 3Q FY10	B	Acquire or build a comprehensive database of Montgomery County companies so that DED can communicate with the local business community and facilitate communication among companies.	Yes, staff time	\$15-\$20,000 if purchased
work in progress	C	Revamp the Department's web site to provide for a more interactive experience for visitors. Create additional links to topics of interest, such as procurement opportunities through ARRA. Recode the Department's web pages with keywords and meta tags to optimize our position on major Web search engines – Google, in particular.	Yes, staff time and \$40,000 plus in marketing funds	If GIS component is added, then \$100,000
by 3Q FY10	D	Engage web audiences through the use of new technology platforms such as Internet 2.0.	Yes, staff time	None
planning stage	E	Engage in newer forms of communication (webinars, broadcast emails, streaming videos, social networking tools and blogs) that will allow the business community to identify business opportunities including strategic partnerships, investment opportunities, and technology licensing opportunities.	Yes, staff time for now	TBD
Action Item 4. Develop and implement a targeted marketing strategy so that local businesses are aware of available public sector programs and services designed to assist them.				
by 3Q FY10	A	Acquire or build a comprehensive database of Montgomery County companies so that DED can communicate with the local business community and facilitate communication among companies.	Yes, staff time	\$15-\$20,000 if purchased
end of 1Q FY10	B	Produce and disseminate through monthly e-newsletters such information as industry spotlights, County programs, new market trends, vital statistics, and DED's as well as the programs and events of its partners	Yes, staff time	None
Action Item 5. Proactively recruit firms in targeted industry sectors, especially bio-pharma, aerospace, communications, advanced technology applications, green technology, professional services, and government contracting.				
on-going	A	In partnership with industry leaders, clearly identify and articulate industry-specific strengths and weaknesses and conduct cluster analyses to identify strategic targets that will enhance the quality and quantity of clusters.	Yes, staff time and nominal \$ for meetings	
on-going	B	Based on these analyses and recommendations, identify and selectively participate in regional, national, and global biotech, IT and aerospace networking events, trade shows/conferences, and business missions.	Limited marketing funds	\$120,000 in additional marketing funds for currently identified programs.



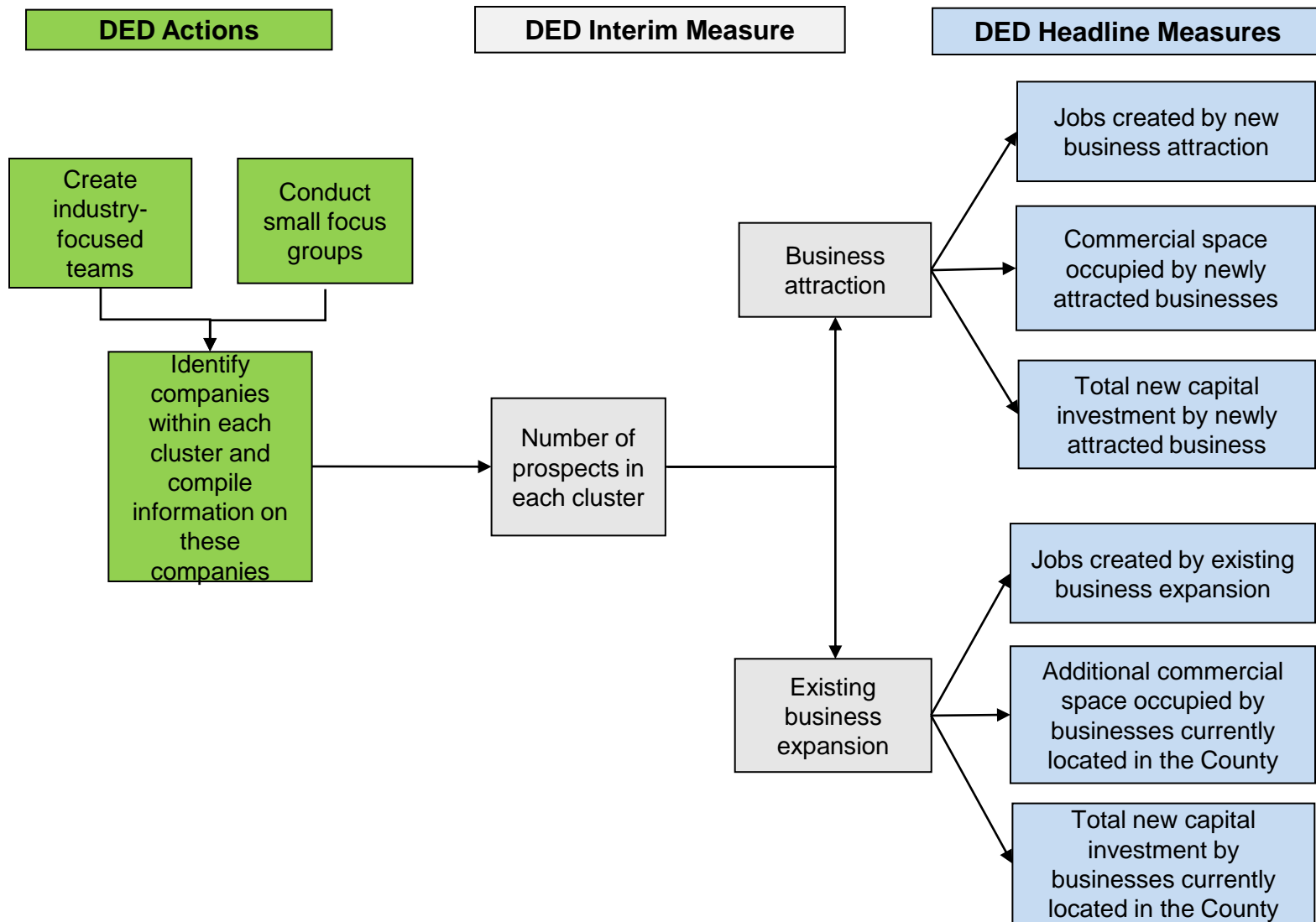
## DED Strategic Goal 2

**Adapt to a more competitive business climate by creating an environment where knowledge-based industries and small businesses thrive**

- DED will focus on cultivating clusters of emerging industries such as information and communications technology, life science, and green technology.
- DED will create industry-focused teams such as a “Life Sciences Team” and an “Advanced Technology Team.”
- DED will identify companies within each target industry and compile information on these companies such as the number of jobs, commercial space occupied, and the amount of capital investment. This information will be a benchmark against which DED’s impact in these clusters will be measured.



## DED Strategic Goal 2



# DED Strategic Goal 2 Detailed Action Plan

Time Line		Resources		
Action Item 1. Focus on developing industry-based clusters as a means of growing the local economic base.		Currently Available	To be Acquired/Sought	
complete planning by 2Q FY10	A	Cultivate existing and emerging industry clusters by conducting small focus groups in order to identify ways the County can grow and strengthen a particular cluster. Focus groups to be convened include community banks, information technology, car dealerships, realtors, general contractors, residential and commercial builders, arts and not-for-profit organizations.	Yes, staff time and nominal \$ for meetings	None
3Q FY10	B	Upon release of their final reports, prioritize the recommendations of the County's BioSciences Task Force and Green Economy Task Force; develop an implementation schedule and annual action plan; and pursue priority items.	Yes, staff time	TBD based on recommendations
on-going	C	Ascertain how the County can partner with the Maryland Clean Energy Center to foster the growth of the energy cluster within the County.	Yes staff time	TBD
by 1Q FY10	D	Create industry-focused teams within DED for business development purposes such as a "Life Sciences Team" and an "Advanced Technologies Team."	Yes, staff time	staff w/technical expertise
on-going	E	Identify needed changes to the Zoning Ordinance that will stimulate the growth of the County's green economy, including the use of renewable energy, increased production of locally grown products and other green technologies. Focus on changes that are needed for the agricultural community, and for agricultural land, to accommodate these emerging segments of our economy.	Yes, staff time	None
Action Item 2. Foster the ongoing growth and viability of the County's small business community				
on-going	A	Hold focus groups with small business owners in order to identify local government impediments to establishing and expanding a business. Identify systematic changes to County policies and regulations that are needed to retain small employers. Pursue these modifications through legislation and changes to standard County operating procedures.	Yes, staff time	None
planning by 1Q FY10, on-going	B	Institute a "Buy Local" Program, whereby information about contracting opportunities available from large private County companies is disseminated to small firms, and large County companies are encouraged to buy from local small businesses.	Yes, staff time and nominal \$ for meetings	None
on-going	C	Facilitate and enhance relationships among small and minority businesses and other strategic partners by attending and participating in outreach events that promote the visibility of DED and the services that are available. An emphasis will be placed on introducing entrepreneurs to available public and private resources to foster sustainability and growth.	Yes, staff time	None
on-going	D	Widely distribute marketing and resource materials designed exclusively for small businesses. In order to accomplish this, develop a comprehensive database of small and minority companies.	Yes, staff time and marketing funds	None
on-going	E	Strengthen the partnership with, and develop joint outreach events with the Office of Procurement and other partners to better promote available contracting opportunities, particularly those available through the Local Small Business Reserve Program. Promote local business participation in the Small Business Reserve Program.	Yes, staff time	None
on-going	F	Develop a series of financial presentations to strengthen entrepreneurs' qualifications to obtain funding.	Yes, staff time	None
on-going	G	Continue to expand the Small and Minority Business Mentorship Program.	Yes, staff time	None
on-going	H	Co-sponsor and participate in procurement fairs that focus on small businesses.	Yes, staff time	\$20,000 in Sponsorship funds

# DED Strategic Goal 2 Detailed Action Plan

Action Item 3. Enhance the development and availability of knowledge-based workers so that employers and workers can advance in today's economy.			Resources	
			Currently Available	To be Acquired/Sought
on-going	A	Continue to improve on the services offered by MontgomeryWorks; relocate the LakeForest One-Stop Center to the Up-County RSC.	Yes, staff & grants \$	None
by 1Q FY10	B	Implement employment and training programs which have been funded through ARRA.	Yes, staff & grants \$	None
on-going	C	Organize and sponsor job fairs, recruitments, events and conferences that will meet the needs of County businesses.	Yes, staff & grants \$	None
on-going	D	Engage in a strategic planning process for the County's Workforce Investment Board (WIB).	Yes, staff & grants \$	None
on-going	E	Explore and undertake regional and industry sector approaches to workforce development initiatives.	Yes, staff & grants \$	None
on-going	F	Explore other funding opportunities (private, discretionary Federal grants and the like) for workforce development programs.	Yes, staff & grants \$	Matching funds- TBD
on-going	G	Advocate for greater funding for Maryland Business Works.	Yes, staff & grants \$	None
planning by 2Q FY10, on-going	H	Work with Montgomery College, the Universities at Shady Grove, the Johns Hopkins University and the business community to align workforce services with targeted industry clusters and actively seek industry input in the development of training curricula and course offerings.	Yes, staff & grants \$	None





# DED Strategic Goal 2 Detailed Action Plan

			Resources	
Action Item 4--continued. Cultivate the climate for entrepreneurial growth and expansion within the County			Currently Available	To be Acquired/Sought
by 3Q FY10	A	Identify and compile a list of available industry-specific resources for entrepreneurs, forge partnerships with these resources, and devise a delivery system to increase entrepreneurs' access to these resources.	Yes, staff time	Possible license and/or subscription fees TBD
on-going	B	Expand the services and values provided through the County's Business Innovation Network to a broader entrepreneurial community.	Yes staff time	None
FY10	C	Identify mechanisms that can be implemented to make the County's Business Innovation Network (five successful incubators) more operationally efficient.	Yes, staff time	Possible hiring of consultant
on-going	D	Share information about entrepreneurs with prospective venture capitalists, angel investors and other backers, and facilitate new companies' access to financial resources.	Yes, staff time	None
	E	Identify all governmental and private funding opportunities and match companies with these opportunities.	Yes, staff time	None
Action Item 5. Working with partners in the private sector, educational institutions, and government, develop capital projects that are responsive to the needs of key industry clusters.				
on-going	A	Position the Shady Grove Life Sciences Center (GSLSC) for expansion by advocating for increased density through the development of the Gaithersburg West Master Plan and through the redevelopment of under-utilized parcels in the SGLSC.	Yes, staff time	None
on-going	B	In partnership with the Johns Hopkins University and the Universities at Shady Grove, support the development of a global science center in the Gaithersburg West planning area where research can be translated into marketable products and processes within the context of a vibrant live/work community.	Yes, staff time	None
on-going	C	Continue efforts to redevelop the 115-acre Site II property, which neighbors the consolidated FDA campus and the proposed Adventist Hospital in the eastern portion of the County, as a science and technology-focused office park. Continue and complete participation in the Maryland Voluntary Clean-Up Program. Identify necessary infrastructure requirements for the project.	Yes, staff time	Continued funding for the planning CIP
on-going	D	Support the creation of a science and technology park at the Germantown campus of Montgomery College that will harness the synergies of academia, government, health care and business.	Yes, staff time	None



## DED Strategic Goal 4

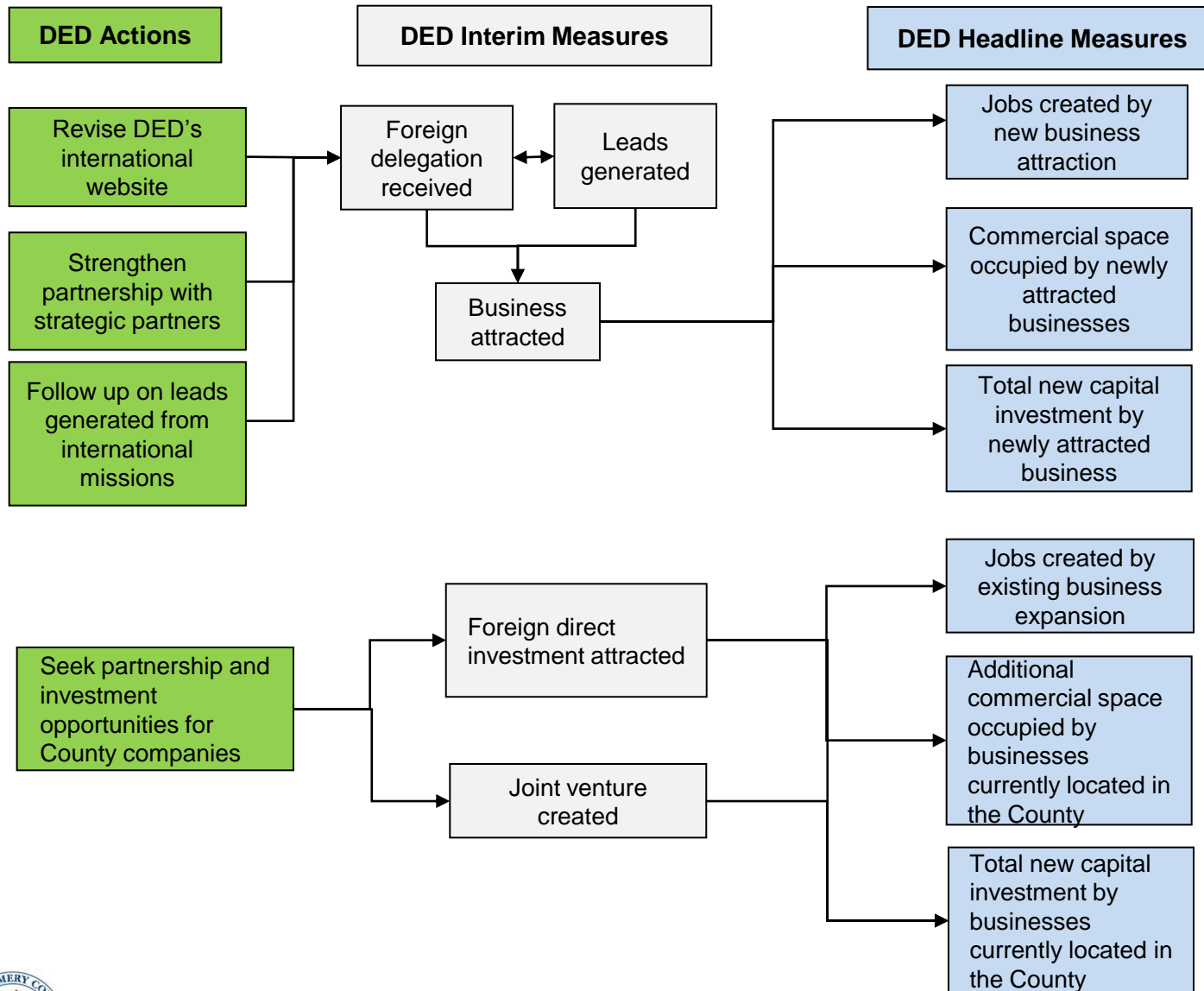
**Expand global linkages to facilitate business opportunities abroad, attract international investment to Montgomery County, and foster trade and joint ventures for Montgomery County businesses**

Under this goal, DED will have two sub-goals:

1. Proactively attract investment in the County
  2. Facilitate international business opportunities for County companies seeking to partner or expand globally
- To accomplish the first sub-goal, DED will revise its international website to better communicate
  - To accomplish the second sub-goal, DED will proactively seek out opportunities for the County to attract investment to County companies



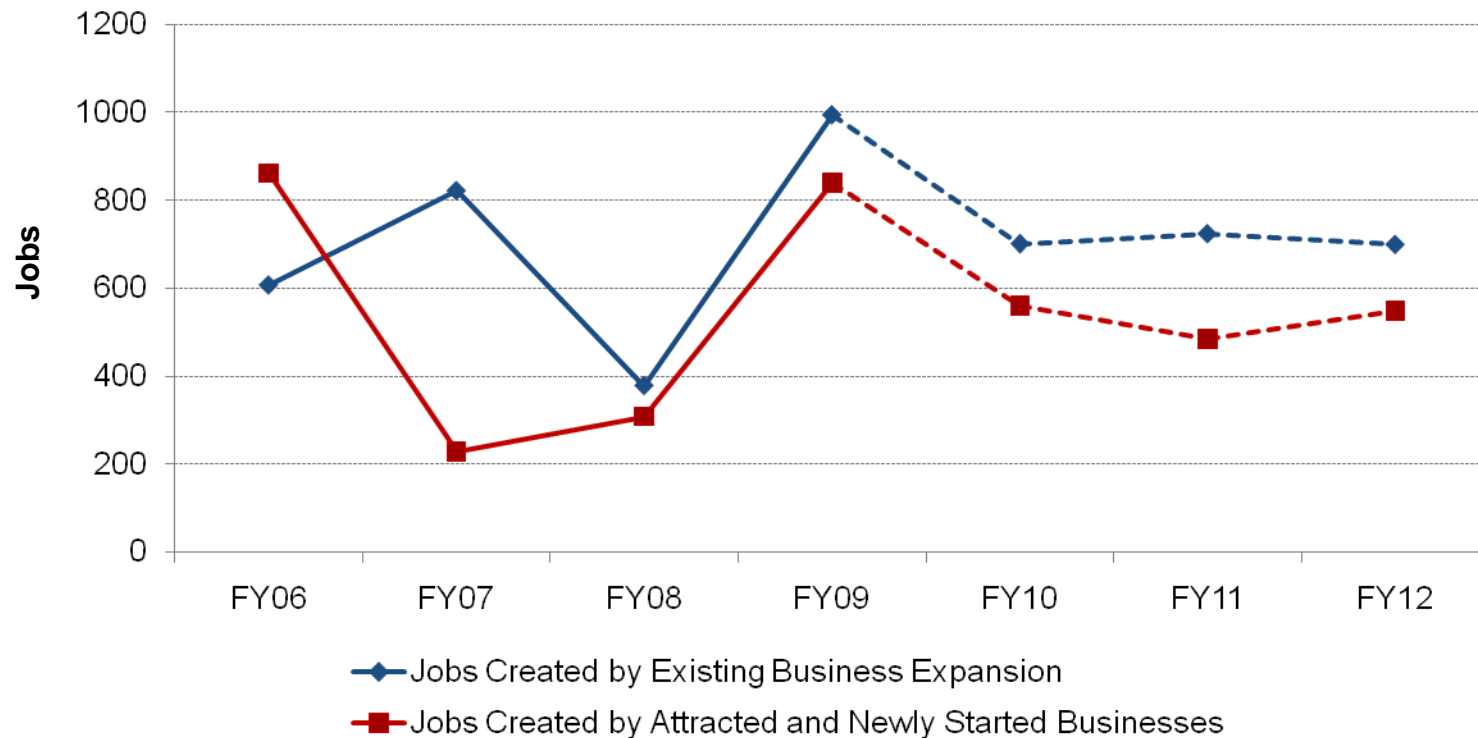
# DED Strategic Goal 4



# DED Strategic Goal 4 Detailed Action Plan

Time Line		Resources	
<b>Action Item 1. Facilitate international business opportunities for County companies seeking to partner or expand globally.</b>		<b>Currently Available</b>	<b>To be Acquired/Sought</b>
Phase 2 by 2Q FY10	A	Collect data (via survey – Phase I already done) on County companies seeking to partner or expand globally. According to a recent survey conducted by the Department of Economic Development among County businesses, 46% of the respondents said that they do business globally. More than a quarter of the respondents expressed interest in receiving assistance from DED with respect to export and partnership.	Yes staff time and interns None
work in progress	B	Revise DED's international website to provide for a more interactive experience for globally-engaged companies; Create additional links to topics of interest, such as state and federal resources for exporters.	Yes, staff time and \$40,000 plus in marketing funds None
on-going	C	Proactively seek out opportunities for the County to attract global investment in County companies. A good example is Novavax that formed creative partnership with foreign companies to raise the funds in order to survive. Novavax created an Indian joint venture with a new India-based partner, Cadila Pharmaceuticals Ltd., which also invested \$11 million in the local company under the deal. The company also partnered with Spanish company Rovi Pharmaceuticals and other Spanish health agencies to license out its vaccine-production technology for the development of flu vaccines abroad. That deal also included a \$3 million equity investment by Rovi for Novavax.	Yes, staff time None
<b>Action Item 2. Proactively attract foreign direct investment to Montgomery County</b>			
on-going	A	Continue to follow-up on leads generated from recent business development missions to Canada, Europe, Israel, India, China, and Korea.	Yes, staff time None
by 3Q FY10	B	Develop a list of target companies in each priority market.	Yes, staff time None
planning by 3Q FY10	C	Proactively market Montgomery County to DBED's 13 overseas offices/representatives, leveraging DBED's strong overseas presence to access qualified foreign direct investment leads.	Yes, staff time Additional marketing funds TBD
on-going	D	Enhance DED's international webpage to better communicate the County's strengths and advantages to foreign prospects.	Yes, staff time None
on-going	E	Strengthen relationships with strategic partners such as Chungbuk Province of Korea and the Chinese Biopharmaceutical Association to generate business leads.	Yes, staff time and marketing funds Additional marketing funds TBD
on-going	F	Upgrade international collateral/marketing materials (including foreign language versions) as a means of improving international recruitment efforts. Examples include professional video clips on successful incubator graduates.	Yes, staff time and marketing funds None
on-going	G	Build strong relationships with County-based international entrepreneurs in order to leverage networks in their countries of origin.	Yes, staff time None
on-going	H	Continue to be an active member of the Great Washington Initiative and other global organizations which organize regional and international networking events.	Yes, staff time None
on-going	I	Strengthen relations with international organizations that have business ties to Canada, Israel, Europe, and Asia.	Yes, staff time None

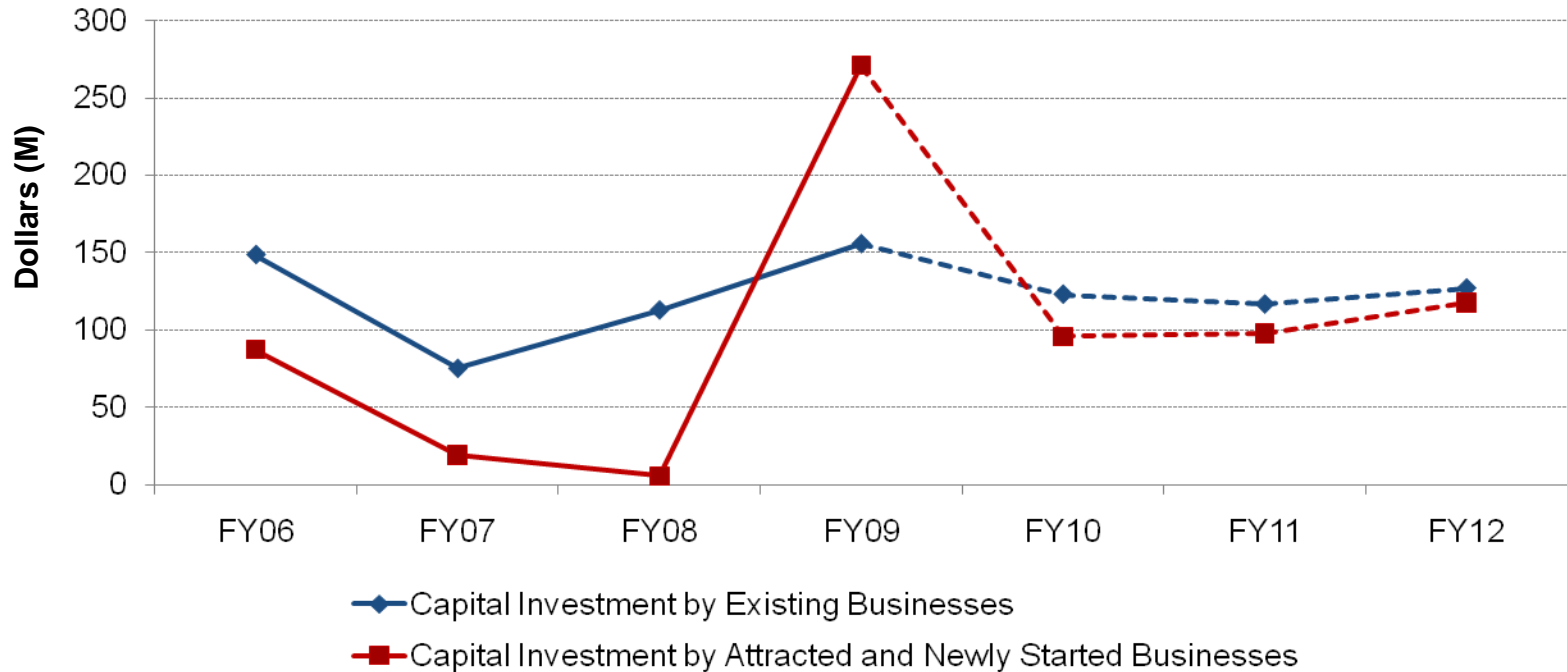
# DED Headline Measure 1: Job Creation



	FY09 Projection	FY09 Actual	Percent Change
Jobs Created by Existing Business Expansion	380 Jobs	995 Jobs	162 % increase
Jobs Created by Attracted and Newly Started Businesses	300 Jobs	840 Jobs	180% increase



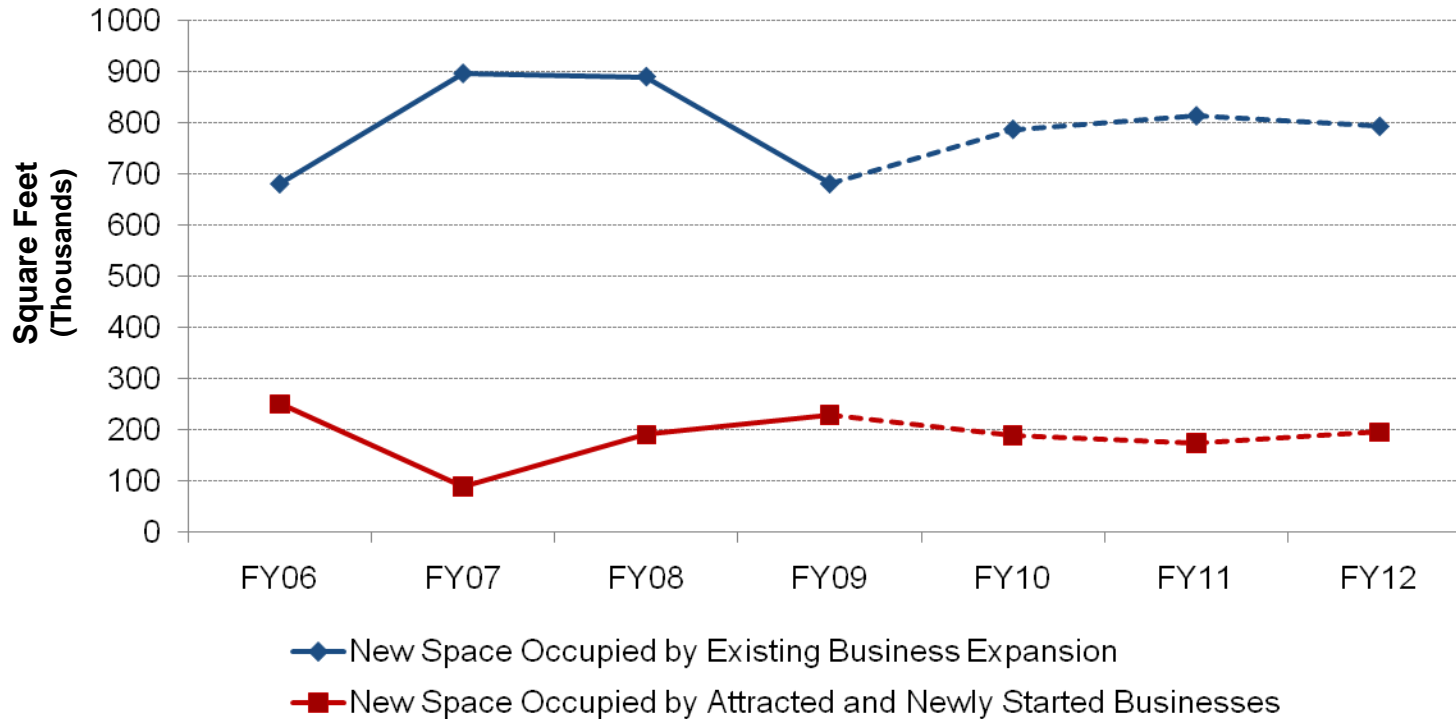
## DED Headline Measure 2: Total New Capital Investment



	FY09 Projection	FY09 Actual	Percent Change
Capital Investment by Existing Business Expansion	\$34,708,440	\$155,674,740	349 % increase
Capital Investment by Attracted and Newly Started Businesses	\$25,192,500	\$271,113,000	976% increase



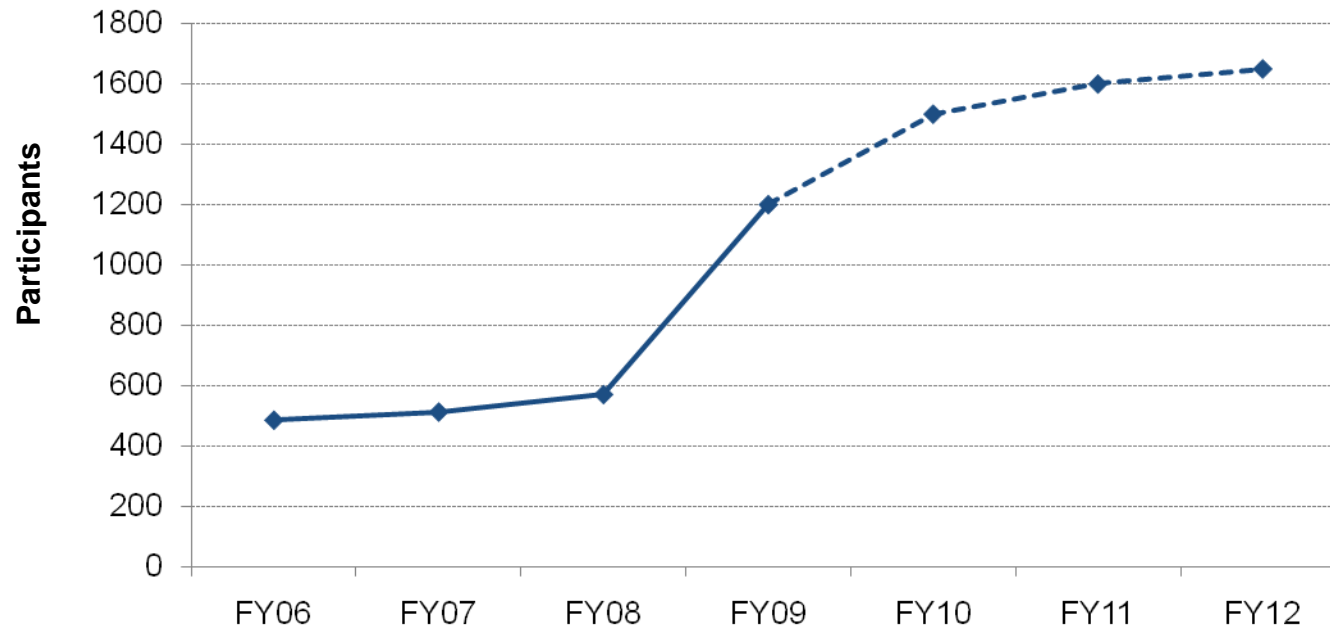
## DED Headline Measure 3: Commercial Space Occupied



	FY09 Projection	FY09 Actual	Percent Change
New Space Occupied by Existing Business Expansion	414,200 sq ft	682,452 sq ft	126 % increase
New Space Occupied by Attracted and Newly Started Businesses	87,300 sq ft	228,800 sq ft	162% increase



## DED Headline Measure 5: Business Participation in DED Technical Assistance Programs



	FY09 Projection	FY09 Actual	Percent Change
Business Participation in DED Technical Assistance Programs	680	1,200	76 % increase

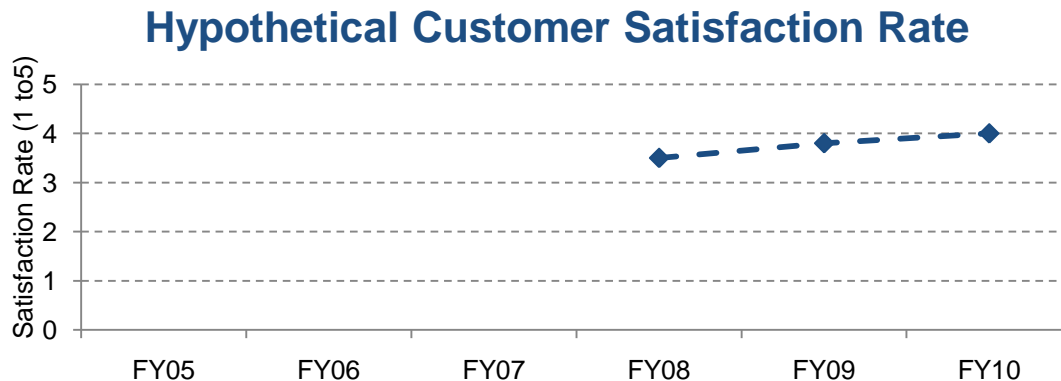




# DED Headline Measure 5: Business Participation in DED Technical Assistance Programs

## ▪ CountyStat Analysis & Recommendations

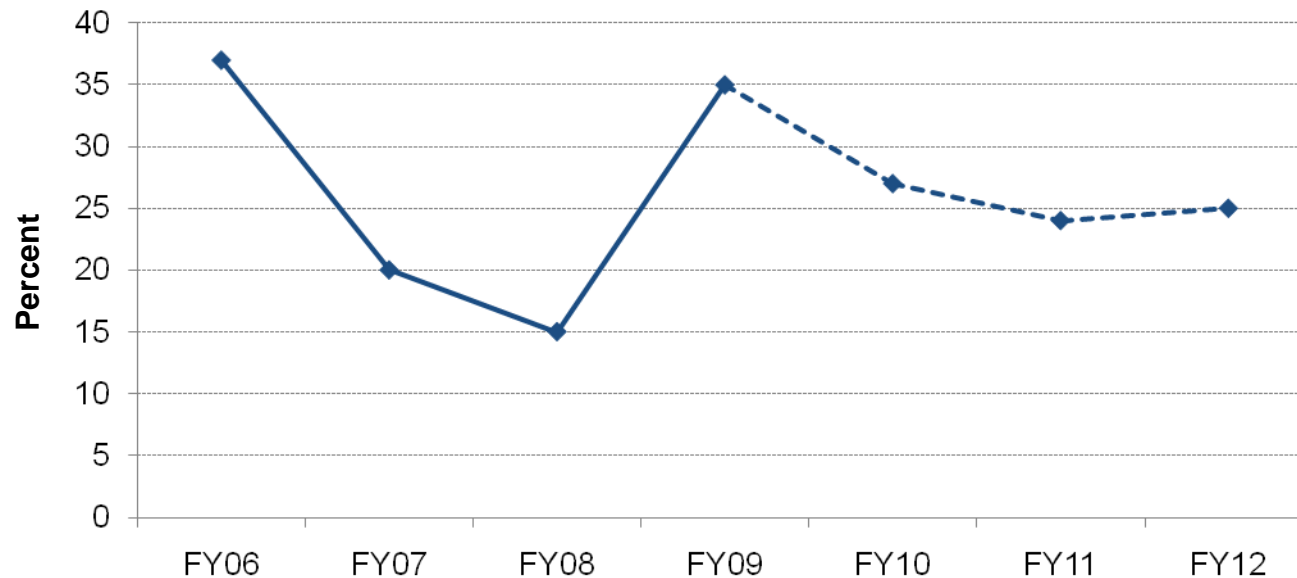
- Use technical assistance call log to identify a population for conducting customer service survey
  - Create paper-based and electronic survey tools to capture both walk-in and call population
  - Capture a random sampling of survey respondents to create a baseline for current DED customer satisfaction
- Track DED customer satisfaction ratings over time to identify opportunities to improve customer service



**The DED customer service survey will help determine technical assistance success by business size and type of request**



## DED Headline Measure 4: Percentage of Prospects in DED's 'Active' Pipeline That Are Successfully Closed



Fiscal Year	FY New Prospects	Successfully Closed within 3 Years	3-Year Closure Rate
FY 06	129	48	37%
FY 07*	209	42	20%
FY 08**	132	20	15%
FY 09***	82	29	35%

This measure has been adjusted to measure the percentage of new prospects in a given fiscal year that successfully close within the 3 fiscal years that follow the year of prospect creation.



\*Pending closure results of FY 10

\*\*Pending closure results of FY 10, FY 11

\*\*\*Pending closure results of FY 10, FY 11, FY 12

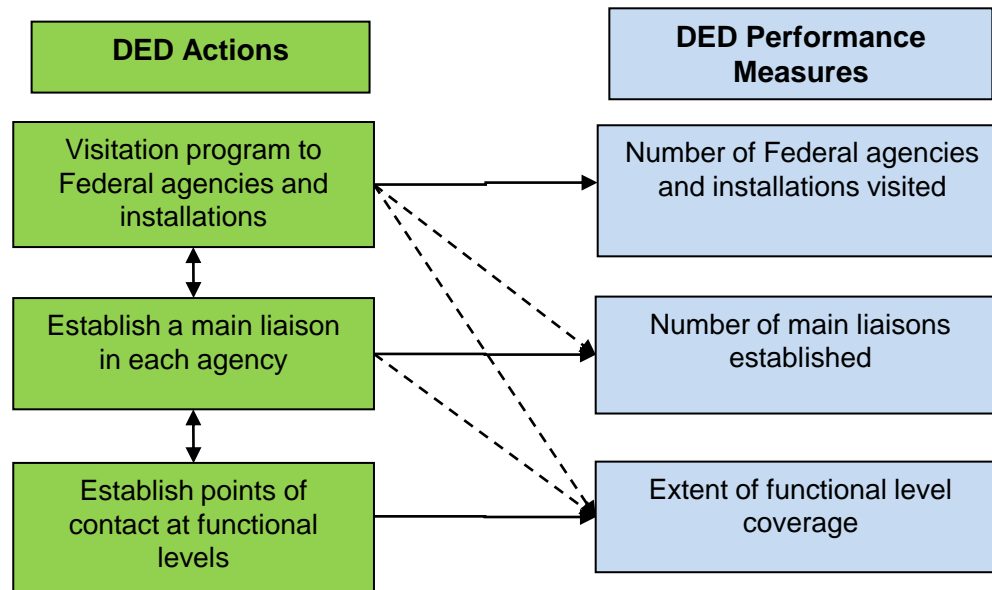
## DED Strategic Goal 3

Foster creative and strong partnerships with academia, Federal researchers, the private sector, non-profits and various levels of government to pursue innovative projects, policies and best practices that support business growth and expansion

Under this overarching goal, DED has three sub-goals:

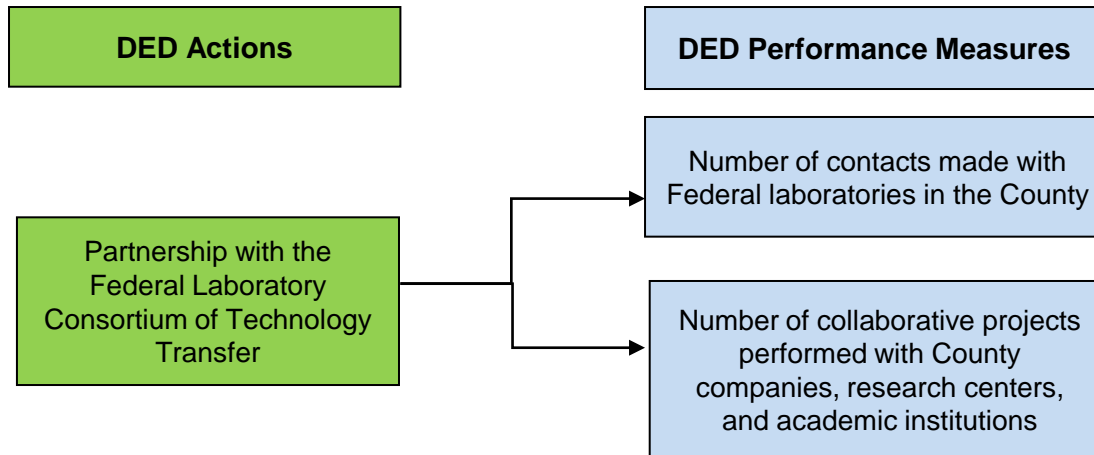
1. Build a stronger relationship with each Federal agency and installation
2. Facilitate the transfer of technologies developed in Federal laboratories into the commercial market-place
3. Cultivate relationships with academic institutions that receive federal funding

### Sub- Goal 1

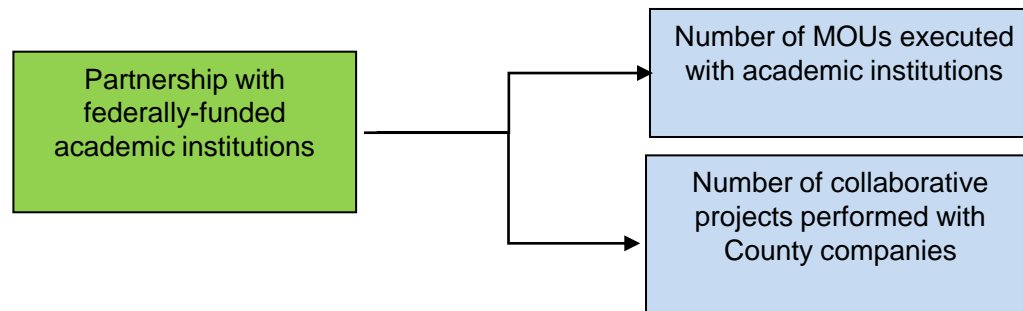


# DED Strategic Goal 3

## Sub- Goal 2



## Sub- Goal 3



# DED Strategic Goal 3 Detailed Action Plan

Time Line		Resources	
		Currently Available	To be Acquired/Sought
Action Item 1. Build on the Presence of Federal Agencies and Research and Development Facilities within the County.			
planning by 3Q FY10	A Institute a program whereby Federal agencies and installations in the County will be visited by the County Executive and the DED Director as the first step to building a stronger relationship with each of these institutions.	Yes, staff time	None
by 2Q FY10	B Identify and establish a main point of contact within each Federal installation.	Yes, staff time	None
require planning and approval	C Hire a lobbyist to assist the County in its efforts to retain its existing base of Federal agencies and installations on both Federal campuses and in leased commercial space, and to help position the County to capture new Federal leasing opportunities that are on the horizon, including expansion of existing facilities.	No	TBD upon approval
on-going	D Strengthen the Federal Technology Network, and partner with the Federal Laboratory Consortium for Technology Transfer to help move technologies and research into the marketplace.	Yes, staff time	None
on-going	E Cultivate relationships with academic institutions that receive federal funding.	Yes, staff time	None
on-going	F Pursue those activities highlighted in Goal 1B that will create more opportunities for County companies to compete for Federal grants and contracts.	Yes, staff time	None
Action Item 2. Engage in public-private projects to revitalize the County's town centers and provide for strategic redevelopment opportunities.			
on-going	A Work with County agencies (i.e. M-NCPPC, Department of Permitting Services, Department of Transportation, Department of Permitting Services and the like) to conduct a comprehensive review of the County's development review process. Make recommendations for change that will result in a more efficient process. Prioritize recommendations and pursue priorities.	Yes, staff time	None
on-going	B Work collaboratively with related County agencies to foster the redevelopment and revitalization of Wheaton's central business district and other areas targeted for revitalization. Actively participate in inter-agency planning efforts to conduct needed market analyses, solicit and select private sector partners, and engage in needed planning functions.	Yes, staff time	None
on-going	C Support the County's Smart Growth Initiative, with a focus on dense transit-oriented development; affordable, workforce and market-rate housing; high-wage jobs in biosciences and technology, and new higher educational opportunities.	Yes, staff time	None

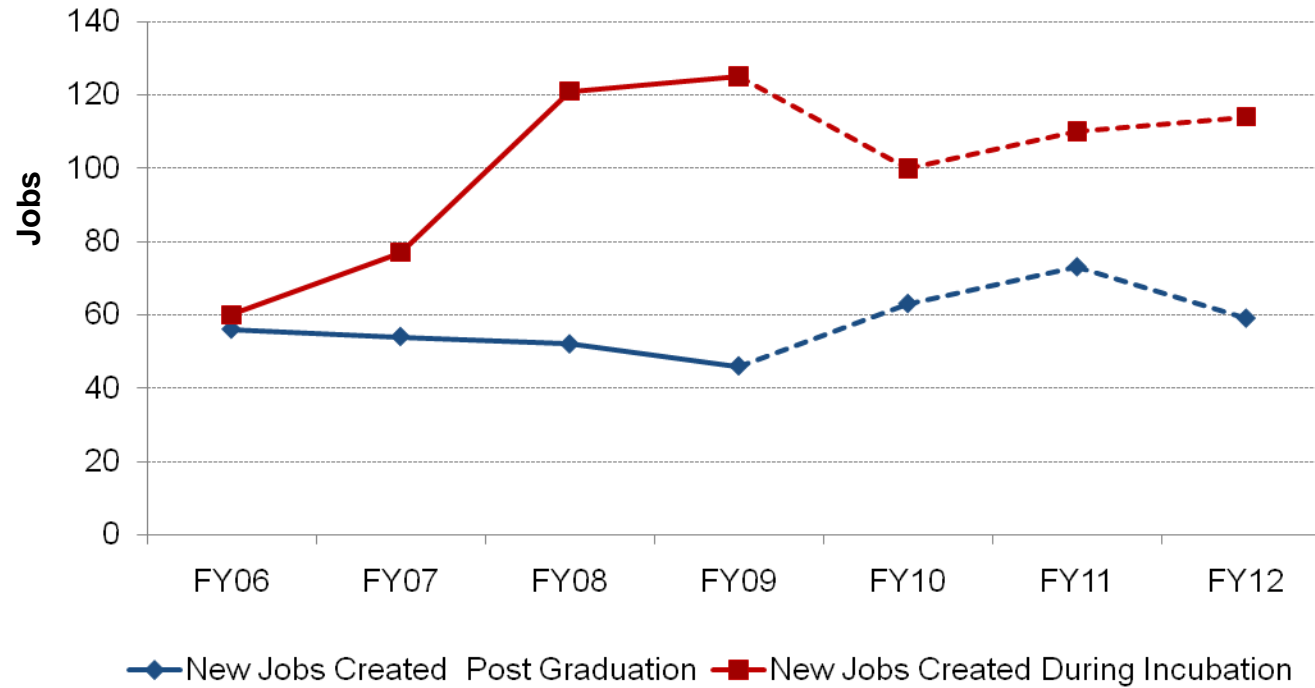


# DED Incubator Headline Measure 1: Percentage of Incubator Occupancy Capacity Filled Per Facility

	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Shady Grove Innovation Center	95%	95%	95%	90%	90%	90%	91%
Silver Spring Innovation Center	82%	85%	72%	87%	82%	82%	81%
Wheaton Business Innovation Center	70%	95%	92%	95%	95%	95%	94%
Rockville Innovation Center	NA	40%	92%	78%	90%	90%	88%
Germantown Innovation Center	NA	NA	NA	38%	95%	95%	76%



## DED Incubator Measure 2: Incubator Job Creation



	FY09 Projection	FY09 Actual	Percent Change
Incubator Job Creation *	280	171	39 % decrease

\* previous iterations of headline measure did not separate job creation post and during incubation period These numbers are NET NEW Jobs created within each fiscal year, per incubator



## DED Workforce Development Headline Measure

- DED has identified an issue with the use of Workforce Investment Act data as a means for adoption as a headline performance measure
  - **Long Lag Time:** US Department of Labor per training and Employment Guidance Letter 24-08 states, “The outcomes are reported about 18 to 24 months after the person exits the programs, depending on the timeframes of the exit as well as the reporting timelines.”
- DED has suggested the use of the quarterly Maryland DLLR performance reports





# Comparison of Maryland Program Year 2007 WIA Annual Report Scores

	Sate Negotiated Performance Level	Anne Arundel County	Baltimore City	Baltimore County	Frederick County	Lower Shore Consortium	Mid-Maryland Consortium	Montgomery County	Prince George's County	Southern Maryland Consortium	Susquehanna Region Consortium	Upper Shore Consortium	Western Maryland Consortium	Maryland State
Entered Employment Rate Adult	89%	78.6%	78.0%	88.7%	96.4%	76.0%	93.2%	66.1%	77.9%	75.9%	92.2%	73.1%	88.0%	83.2%
Entered Employment Rate Dislocated Worker	94%	90.0%	88.3%	86.6%	100.0%	90.3%	91.6%	84.1%	81.1%	80.0%	87.0%	83.1%	92.0%	88.0%
Retention Rate (6 months) Adult	87%	72.9%	78.9%	92.7%	76.4%	81.6%	84.8%	83.7%	79.5%	84.6%	81.6%	77.1%	83.8%	81.8%
Retention Rate (6 months) Dislocated Worker	91%	76.2%	86.3%	90.8%	78.6%	88.7%	87.1%	90.9%	90.1%	83.3%	84.2%	95.1%	92.2%	88.7%
Placement in Employment or Education Youth (14-21)	64%	72.4%	73.6%	86.3%	100.0%	62.5%	65.2%	68.0%	67.9%	92.3%	67.4%	66.7%	67.5%	72.2%
Attainment of Degree or Certificate Youth (14-21)	52%	65.6%	71.8%	83.3%	100.0%	0.0%	77.8%	45.2%	88.2%	100.0%	52.9%	75.0%	77.4%	73.9%
Literacy or Numeracy Gains Youth (14-21)	51%	90.5%	57.7%	92.7%	20.0%	0.0%	9.1%	0.0%	0.0%	0.0%	47.5%	100.0%	63.6%	63.2%
Overall Rating		Exceed	Exceed	Exceed	Exceed	Not Met	Met	Not Met	Met	Met	Met	Exceed	Exceed	

\* Color for individual rating threshold to "met" is 80-100% of negotiated performance level



Source: Maryland Annual WIA Report PY 2007

CountyStat

# PY08 Maryland DLLR Quarterly Report Summation

Measure	Performance Standard	Q1 Actual	Q1 % Achieved	Q2 Actual	Q2 % Achieved	Q3 Actual	Q3 % Achieved	Q4 Actual	Q4 % Achieved
Adult Ent Emp Rate	90.0%	62.7%	69.7%	61.9%	68.8%	67.8%	75.3%	66.7%	77.5%
DW Ent Emp Rate	95.0%	84.6%	89.1%	80.2%	84.4%	81.7%	85.9%	78.9%	86.7%
Adult Ent Retention Rate	88.0%	89.6%	101.8%	91.3%	103.8%	93.1%	105.7%	94.6%	107.5%
DW Ent Retention Rate	92.0%	94.7%	102.9%	93.9%	102.1%	93.3%	101.4%	91.5%	99.4%
Place In Employ or Edu.	67.0%	66.7%	99.5%	63.9%	95.4%	70.6%	105.4%	82.1%	122.6%
Attainment of Degree or Cert	52.0%	42.9%	82.4%	66.7%	128.2%	74.3%	142.9%	67.7%	130.3%
Literacy Numeracy	51.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%



## DED Workforce Development ARRA Funding

	Total Funding	Adult	Dislocated Workers	Youth
ARRA Funds	\$1,301,993	\$184,793	\$773,315	\$343,884

- **DED has obligated the funds in contracts to their contractors**
  - **Latin American Youth Center (LAYC): Youth provider - \$260,000**
  - **Department of Recreation: Developed MOU**
  - **Workforce Solutions Group (formerly CTC): Adult and dislocated worker services - \$958,108**



# DED Report on Montgomery County Workforce Development Federal Allocations

Year	Admin.	Adult	Youth	DLW	TOTAL	Change (\$)	Change (%)	DWS County Staff
<b>FY 01</b>	221,909	295,148	321,573	1,380,467	<b>2,219,097</b>			<b>0</b>
<b>FY 02</b>	248,421	263,124	304,528	1,668,136	<b>2,484,209</b>	<b>265,112</b>	<b>11.95%</b>	<b>4</b>
<b>FY 03</b>	257,481	266,567	289,865	1,760,900	<b>2,574,813</b>	<b>90,604</b>	<b>3.65%</b>	<b>4</b>
<b>FY 04</b>	170,971	247,601	256,567	1,034,572	<b>1,709,711</b>	<b>-865,102</b>	<b>-33.60%</b>	<b>4</b>
<b>FY05</b>	159,199	272,613	203,961	956,215	<b>1,591,988</b>	<b>-117,723</b>	<b>-6.89%</b>	<b>4</b>
<b>FY06</b>	136,923	259,026	197,597	775,683	<b>1,369,229</b>	<b>-222,759</b>	<b>-13.99%</b>	<b>4</b>
<b>FY07</b>	170,243	409,006	360,093	763,088	<b>1,702,430</b>	<b>333,201</b>	<b>24.33%</b>	<b>4</b>
<b>FY08</b>	176,474	315,628	265,702	1,006,932	<b>1,764,736</b>	<b>62,306</b>	<b>3.66%</b>	<b>4</b>
<b>FY09</b>	152,631	\$363,007	\$302,325	\$708,349	<b>1,526,312</b>	<b>-238,424</b>	<b>-13.51%</b>	<b>5</b>
<b>ARRA</b>		\$184,793	\$343,884	\$773,315	<b>1,301,992</b>			
<b>FY 10</b>		\$321,630	\$267,485	\$739,783	<b>1,328,898</b>	<b>\$197,414</b>	<b>-13%</b>	<b>4</b>

In a July 21, 2009 Memo, DED stated: "During the past several years, the federal allocation the County has received to operate workforce services has declined while service levels have increased."



# Wrap-Up and Follow-Up Items

## Follow-Up Items

## Performance Plan Updating

